98 Annual Report

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University of
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Medical School

vision

for the new millennium

University of
Massachusetts
Medical School

Graduate School of Nursing
Graduate School of Biomedical Sciences
School of Medicine

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The Last Word *Inside back cover*

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Providing the framework for

A Message from the Chancellor

Because the turn of a century is a singular event for all but the centenarians among us, it follows that the simultaneous turn of a millennium is an experience for which the word "awesome" should have been reserved. When the year 2000 turns, "once in a lifetime" just won't cut it as a description.

Consequently, like the mythological figure Janus, individuals and institutions are busy looking both backward and forward, to prepare. But with or without the looming millennium, the year 1998 has been extraordinary for the Worcester campus of the University of Massachusetts. In this first academic year following the UMass Clinical System's merger with Memorial Health Care, we are once again known as the Medical School campus.

Looking back, we've come full circle from the opening of the school in 1970 as an academic organization. But in the time span of a generation, what a difference we have made. Today we are a national leader in medical education and research, as well as an institutional leader in central Massachusetts. From this perspective, we look ahead with a vision of what we can and will become in the next generation. This six-point vision, on the opposite page, provides the framework of our new mission.

With this vision before us, we are enormously excited about what the future holds for UMass Medical School. The imminence of the millennium simply adds the spark of an awesome experience.

Aaron Lazare, MD
Chancellor and Dean

our new mission.

Vision

We aspire to be among the top 10 percent of American medical schools in health sciences education. To cite just a few yardsticks measuring our success thus far, our medical students have consistently achieved MCAT scores higher than the national average over the past 15 years; 60 percent of our graduates are accepted to their first choice of residencies; and *U.S. News & World Report* ranks UMass among the top 10 primary care medical schools in each of the past four years. A new grant from the Macy Foundation recognizes our leadership in the crucial area of teaching new physicians to communicate with patients.

We aspire to be among the top 25 research institutions nationally. That means stepping up our growth in research funding, and we have been doing so: in the past three years, we ranked #2 among all 125 medical schools, in rate of growth. Some of the new programs that will help propel us into the top 25 are described in this annual report, beginning on page 4. This emphasis on growth is not because "bigger is better," but because our goals are ambitious. Our emphasis is ultimately on the quality of the work we do and the minds we attract and shape; so to increase the impact we have on the health of the nation, we know we must grow.

We aspire to work in collaboration with UMass Memorial Health Care to become an academic health center of national distinction, building on a foundation of visibility developed through our faculty members whose clinical work is regularly recognized in the national news media, as well as in peer publications.

We aspire to be a major asset to the City of Worcester and central Massachusetts in the areas of economic growth and K-12 science education. Building on community service exemplified by our leadership in the United Way and countless other endeavors, and on public education outreach such as the Worcester Pipeline Collaborative in science education, we will strive to continue earning the community support that sustains us.

We aspire to be a national model in caring for Massachusetts' citizens and in serving its agencies. The needs are great, and already we have made remarkable progress in the realms of Medicaid, mental health, social services, public safety and public health.

We are committed to working collaboratively with the entire University system to achieve our shared goals. Here, too, we will build upon strong programs already in place, such as Commercial Ventures and Intellectual Property, nursing education, adoption research and policy, and preventive medicine research. Additionally, there are partnership opportunities in environmental programs with other UMass campuses.

Break-throughs

Advancing patient care through research

Talk to leading researchers at the University of Massachusetts Medical School and a common theme soon emerges: there are certainly better known and much older universities conducting health sciences research, but UMass Worcester is where the future of patient applications is "at."

That's why the nation's best and brightest investigators are increasingly choosing UMass Medical School to conduct their studies. They see exciting advancements happening here that are causing the nation and the world to take notice, and they want to be a part of it. They also witness top-notch personnel and state-of-the-art equipment and facilities being put into place here, ensuring that exciting things will continue to happen well into the next millennium.

Charles Vacanti, MD, Leslie Berg, PhD, Marc Fisher, MD, and Celia Schiffer, PhD, are among the promising researchers poised to make UMass Medical School a national household name. Their enterprising work in tissue engineering, drug design, neurodiagnostics and structural biology is setting an ambitious new pace for health sciences discovery.

WE ASPIRE TO BE AMONG THE TOP 25 RESEARCH INSTITUTIONS NATIONALLY.

Charles Vacanti, MD

Professor and Chair of Anesthesiology

Far be it for an anesthesiologist to bioengineer human tissue, but Charles Vacanti, MD, wasn't featured in *Life* magazine last August for being ordinary.

The professor and chair of anesthesiology first attracted worldwide attention three years ago when he grew cartilage in the shape of a human ear on the back of a mouse. Using polymers as frameworks and then seeding them with cells, or applying "tissue paint" to body organs and cavities, he has since grown tracheas, ligaments, tendons and bone. The possibility of regenerating and replacing diseased or damaged organs is now much closer to reality.

More recently, Dr. Vacanti took cells from a man who lost the end of his thumb in an industrial accident, grew them in a gel, and then injected them into a piece of coral, sculpted in the shape of the thumb bone. In a procedure performed by John Shufflebarger, MD, assistant professor of surgery, the coral was implanted in the patient's thumb. Living bone has since grown back and, pending Federal Drug Administration approval, Vacanti next hopes to grow cartilage to attach to the bone, restoring the patient's thumb to full use.

Vacanti also is now working collaboratively with his brothers, Martin Vacanti, MD, assistant professor of anesthesiology at UMass Medical School, and Joseph Vacanti, MD, professor of surgery at Harvard University and Massachusetts General Hospital — dubbed the "Wright brothers of tissue engineering" by *Life* magazine — to grow replacement spinal cords. The novel approach involves excising damaged spinal cord segments and replacing them with immature stem cells, which then grow into healthy replacement tissue.

Having already achieved "exceptionally good results" in the laboratory, Vacanti says "we're on the verge of being able to repair spinal cord damage or defects in humans."

All of this is made possible by the collaborative efforts between researchers of UMass Medical School and clinical partners at UMass Memorial Health Care. "We have superb people in various research endeavors that mesh together very well," notes Vacanti, "and we are tied to an excellent medical center that enables clinical application of our basic research.

"At UMass, there is active encouragement and opportunities to explore new areas. It is an institution that is on the cutting edge, and is willing to take novel approaches to make exciting new advances."

Richard Phelps

Leslie Berg, PhD

Associate Professor of Pathology

Leslie Berg left a prestigious post at Harvard University to become associate professor of pathology at UMass Medical School last year. She admittedly misses the cafes of Cambridge but, lab-wise, she hasn't looked back.

"It's unusual in my experience for a medical school or university to put so much of its resources back into research," says Berg. "I had this sense from looking at the dynamic people and research going on here that UMass is very committed to discovery."

Case in point: Berg says it took only a few meetings and a couple of letters before she and another recent arrival, Stephen Jones, PhD, were up and running with their new Transgenic/Knockout Mouse Core Facility (it essentially alters genes in mice to determine genetic functions). Besides the purchase and installation of major new equipment, it takes considerable time to train personnel to operate it, notes Berg. "Steve and I were both very impressed with the ease and speed with which we had resources to accomplish our goal," she says.

Berg's lab is ultimately seeking ways to combat HIV, the virus that causes AIDS; specifically, she is studying immune system T-cells that are designed to fight infection. "People with HIV don't actually die from the virus," explains Berg. "The problem comes from its special capacity to destroy your immune system T-cells, and you end up dying of other opportunistic infections," such as pneumonia.

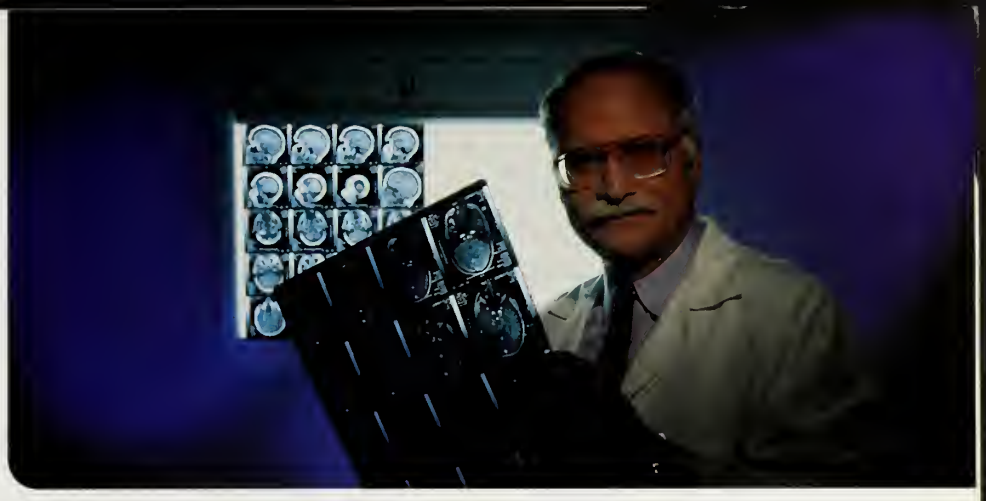
By learning how T-cells develop, and what proteins are involved and how they're regulated, "one could actually try to control the process better."

Additionally, Berg's investigations could lead to improved acceptance rates of organ transplants. Often initially successful, transplants can ultimately fail when the patient's immune system identifies the donor organ as foreign and attacks it.

Immunosuppressive drugs have been developed to prevent the immune system from attacking donor organs, but they are not target-specific and inhibit the production of proteins that are present in many types of cells throughout the body. People taking them long-term can experience devastating side effects, such as kidney and liver failure, as a result.

Berg's investigations of immune system T-cells are not only useful for the development of better organ transplant drugs, but also may help to fight fatal autoimmune diseases, in which malfunctioning T-cells attack healthy tissue. "If you understand why an autoimmune disease happens or what triggers it," says Berg, "then you know what to target to try to stop it."

Richard Phelps



Marc Fisher, MD

Professor and Vice Chair of Neurology

Sitting in his laboratory surrounded by three-dimensional images of the brain, Marc Fisher, MD, feels at home. Here, in the magnetic resonance imaging (MRI) laboratory in Worcester's Biotech Park, the lion's share of Fisher's groundbreaking research occurs. The professor and vice chair of neurology is recognized internationally for his expertise in the field of stroke. Along with research partner Christopher Sotak, PhD, professor of biomedical engineering at Worcester Polytechnic Institute, Fisher has made significant advances in the early evaluation of acute stroke patients.

"We're studying the use of two innovative MRI techniques — diffusion-weighted imaging (DWI) and perfusion imaging (PI) — that provide intricate images of the patient's neurological condition just after stroke," says Fisher. "Both methods hold great promise, helping physicians manage patients during the critical hours after a stroke," he adds.

Diffusion-weighted imaging utilizes MRI technology to pinpoint the exact location of blood loss in the brain after stroke. Currently, computerized tomography (CT), the most widely used brain-imaging technique in stroke patients, is not always able to discern the location or extent of blood clots. Similarly, perfusion imaging, used in concert with DWI, measures the volume of blood flow to the brain, enabling doctors to predict short- vs. long-term brain injury.

In research circles, Fisher's work has evolved swiftly from the laboratory setting to the stroke patient's bedside with the introduction of clinical studies in hospitals across the country. In addition, his collaborations with the pharmaceutical industry are prompting the development of new drugs that dissolve blood clots in the brain.

Thought by many to be a visionary, Fisher talks of creating a dedicated Stroke Care unit to treat patients immediately after stroke. With baby boomers living longer, on average, in the years to come, he predicts an alarming increase in the incidence of stroke.

Fisher also dreams of the day when he can bring this specialized type of care to affiliate hospitals using telemedicine. "During the critical first hours after stroke, patients are better cared for in their own local hospital," says Fisher. "What we can provide is collaboration and consultation to fellow community radiologists and neurologists."

Peggy Thrappas

Celia Schiffer, PhD

Assistant Professor of Pharmacology

Less than a year ago, Celia Schiffer came to UMass Worcester from a postdoctoral position at Genentech, a South San Francisco-based biotech company specializing in anti-cancer drugs and human growth hormone products. What was the attraction? "There are a lot of young researchers here and a growing structural biology group working collaboratively to solve problems," says the assistant professor of pharmacology.

"I had a sense that UMass is really taking off and expanding quickly. So it seemed very exciting, people seemed excited to be here, and they interacted very well."

Co-funded by UMass Medical School and Marlborough pharmaceutical firm Sepracor, and supported by a team of three postdoctoral fellows and a staff assistant, Schiffer is zeroing in on the protease molecule contained in the HIV virus.

Demonstrates Schiffer on a computer model, "As the individual virus particles assemble, a series of their necessary components are attached to each other. For the virus particles to mature and become infectious, these necessary components must be cut apart. The protease is the 'scissors' molecule which 'knows' where to sever these components."

Drugs that target the protease have already been successfully developed to block the scissor action, thereby preventing the deadly virus from maturing and multiplying, notes Schiffer. Unfortunately, the virus is able to change, or mutate, so that the drugs no longer disable the scissor function. This altered virus is then "drug resistant" and able to attack and destroy the immune system.

"Our strategy is to examine how the protease 'knows' where to cut, and how this 'knowledge' is changed when the protease becomes drug resistant," explains Schiffer, who utilizes X-ray crystallography and enzyme kinetics to see molecules in atomic detail.

By revealing how the protease changes, Schiffer's data will complement the existing efforts of the pharmaceutical industry. "These combined efforts will, we hope, lead to the development of new protease inhibitors to treat AIDS patients who have drug resistant forms of the virus."

Richard Phelps

Communication as Curriculum

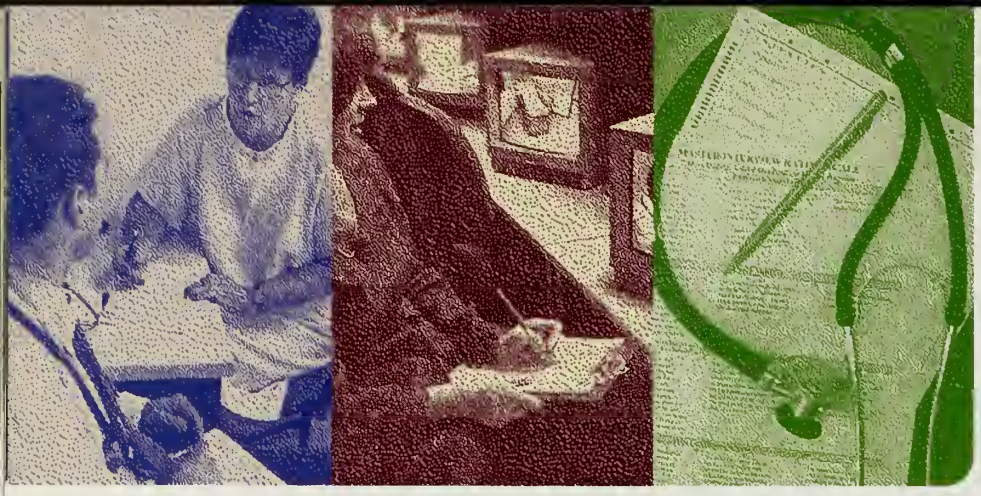
Future physicians learn to listen and be heard

Consider these requirements for first-year medical students at UMass Medical School: biochemistry, anatomy, physiology, immunology — and communication. From the routine check-up to end-of-life care and every patient/physician interaction in between, communicating well has significant, lasting effects on patient satisfaction and medical outcomes, not to mention caregiver satisfaction. How physicians communicate is becoming as important to health care success as what they know.

Starting in 2002, medical students will have to demonstrate competency in communication to pass the National Board of Medical Examiners' licensure exam. As other medical schools rush to prepare their students, they may well turn for guidance to UMMS, already a recognized leader in teaching communication skills to health care providers.

In 1982, UMass Medical School required its new course in "Communication Skills" for first-year students. By 1992 it had evolved into the more comprehensive and focused "Medical Interview and Problem-solving" course. And with curriculum reform in 1995, communication skills were fully integrated into the teaching of clinical medicine in the "Patient, Physician & Society" course that is required for all first- and second-year students.

What was new and different 15 years ago is now fundamental, and UMMS continues at the forefront with both established and new initiatives to teach communication skills. The following profiles highlight three such efforts:



Standardized Patient Program

In 1982, UMass Medical School's then curriculum dean Paula Stillman, MD, was already in the vanguard, using "standardized patients" to add hands-on instruction to the traditional books and lectures. Standardized patients are laypersons who are highly trained to simulate certain medical conditions in realistically staged "clinical" encounters. At UMass, they are also trained to evaluate and teach communication techniques which help a physician elicit information necessary for diagnosis and treatment, and establish trust and rapport with the patient.

Dr. Stillman introduced the communication component when she created the Master Interview Rating Scale (MIRS), an instrument that measures 20 specific communication skills. Today, the UMass Standardized Patient Program is still one of the few in the country to use the MIRS. The program's academic director, Wendy Gammon, MA, MEd, believes that this emphasis on communication is what sets the UMass program apart. "We give feedback," she says. After each simulation, the role-playing patient fills out the MIRS and discusses it with the student.

The UMass Standardized Patient Program has risen to prominence, providing services to other local medical schools, including Harvard, Dartmouth and Tufts, and serving as a model for academic centers throughout the world. UMass has also been chosen as a pilot test site for the National Medical Examining Board. While the board plans to establish 45 such test sites by the year 2002, so it can incorporate clinical simulations with Master Interview Rating Scales into the hitherto paper-and-pen-only exam, so far UMass is one of just 29 test sites nationwide. "They're finding their goal hard to meet because so few schools have what we have here," says Gammon.

Helping Physicians to Communicate with their Patients

"We have a legacy of focusing on communication, and a dean who is a nationally renowned expert," says Mark Quirk, EdD, associate chair and professor of Family Health & Community Medicine, and assistant dean for academic achievement. He is modest about his own large role in establishing this legacy, beginning with the Communication Skills course he developed and launched with first-year students in 1982. This course was among the first in the country to use "acting" patients — the predecessors of today's Standardized Patient Program (see companion profile).

Most recently, Quirk has extended his expertise and vision to physician training.

"Fostering the Advancement of Clinical Communication Skills" (FACCS) is a continuing education seminar that covers "Basic Communication Skills and Patient Satisfaction" and "Difficult Patient/Provider Interactions." Each of two sessions features role playing and interactive discussion with standardized patients.

While primarily a patient satisfaction program initiated by the clinical system, FACCS builds a bridge between the academic enterprise and its clinical partner by helping faculty become better teachers. "This cyclical effect is a new model: what's good for patients is good for doctors is good for medical students and residents," says Quirk. "Everyone wants to improve communication."

And for good reason: the FACCS approach has a proven track record of achieving measurable results. After the Fallon Clinic invited him to do clinical training there, Quirk says, "We published the results in the *Journal of the American Medical Association*, demonstrating improved patient satisfaction and reductions in patient complaints that were maintained over a period of time." Outcomes are as positive for providers as for patients. Studies have shown that effective communication leads to improved patient compliance, fewer liability suits and, ultimately, improved medical outcomes.

Macy Initiative in Health Communication

More than 30 years of research have documented the importance of effective communication in health care — but this body of knowledge has never been distilled into curricular content. Now, with the award of a major grant from the Josiah Macy Jr. Foundation, UMass Medical School, along with the New York University (NYU) and Case Western Reserve University (CWR) schools of medicine, is about to catapult communication skills into the mainstream of medical education.

The only project of its kind in the country, the Macy Initiative in Health Communication aims to enhance the communication skills of physicians through systematic training of medical students and house officers. Over the next four years, principal investigator Aaron Lazare, MD, chancellor and dean of UMMS, and investigators from NYU and CWR will work with their schools to create a curriculum and cultivate faculty who will pursue a distinct career path in health communications.

Unique to their approach will be organizing the existing body of knowledge into competencies that can be taught, evaluated and measured. "With limited time to conduct interviews and doctors pressured to see more patients, it is more important than ever that each interview be as efficient and effective as possible," says Dr. Lazare. Physicians will also reap personal rewards. "Communicating well with patients restores enjoyment and a sense of competency to doctors who are more and more under the gun."

Dr. Lazare and NYU's co-principal investigator Mack Lipkin, MD, are already recognized leaders in integrating communication skills into medical training. In 1995, they co-edited, along with Samuel M. Putnam, MD, "The Medical Interview," regarded as the definitive textbook on the subject. Says Lazare, "We're excited because, while there have been tremendous advances in research, findings have never been translated into teaching for practical clinical use. The hope is our three schools can spread the word and the excitement to the rest of the country."

Sandra Gray

Endowing the future

One of the fastest growing academic health centers in the country, the University of Massachusetts Medical School has built a reputation as a world-class research institution, consistently producing noteworthy advances in clinical and basic research. This reputation is enhanced, according to Cheryl R. Scheid, PhD, vice chancellor for faculty administration, when endowed chairs are bestowed on its most distinguished faculty members.

"Receipt of an endowed chair establishes, in fact, that we are at the cutting edge of care, prevention and research in the particular discipline acknowledged," says Dr. Scheid. "It not only endorses the excellence of the institution, but also recognizes the research prowess of the individual who receives this title."

Scheid adds that the Medical School's receipt of such funding — made possible by the generous donations of benefactors — is particularly outstanding, since the misperception is that basic dollars are readily supplied for faculty at state universities and that there is little dependence on outside donations. It also allows UMMS a future opportunity to increase its research talent, recruiting faculty members from outside the institution who can contribute significantly to the success of the school's research initiative.

UMMS is dedicated to enhancing its program to designate endowed professorships and chairs. The school currently has 15 endowments, as well as an aggressive goal to add five more annually over the next several years. Following are the most recent additions to the Medical School's growing list of endowed chairs and professorships, with photographs of recipients named to date.

The Edward R. Budnitz, MD, Distinguished Professorship in Cardiovascular Medicine

Purpose: to provide support for cardiovascular education and research.

Donors: Multiple over 20 years; Edward R. Budnitz, MD, of Worcester.

Recipient: Joel M. Gore, MD, professor of medicine, director, Division of Cardiovascular Medicine.

The George F. Booth Chair in the Basic Sciences

Purpose: to designate a scientist at the Worcester Foundation for Biomedical Research in the basic sciences.

Donor: The Robert W. Booth Fund at the Greater Worcester Community Foundation Inc.

Recipient: George B.Witman, PhD, professor of cell biology.

The Eleanor Eustis Farrington Chair in Cancer Research

Purpose: to support the annual appointment of a Cancer Center researcher.

Donor: the late David Proctor of Pepperell, sole trustee of the Eleanor Eustis Farrington Trust.

Recipient: Not yet named.

The Armand V. and Donald S. Feigenbaum Distinguished Professorship in Quality

Purpose: to promote the improvement of health care education in Massachusetts and establish an annual forum directed to leadership and implementation in furthering the quality of health care.

Donors: Armand V. Feigenbaum and Donald S. Feigenbaum of Pittsfield.

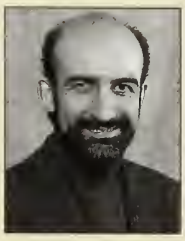
Recipient: Gerald G. Steinberg, MD, professor and vice chair, Department of Orthopedics and Physical Rehabilitation, and chief medical officer for UMass Memorial Health Care.

David J. Freelander Memorial Professorship in AIDS Research

Purpose: to support a professor whose sole duties include the study and development of methods for the eradication of AIDS, and research in such subjects or, in the event that a cure for AIDS is found, to pursue research in other diseases of the immune system.

Donors: I. Robert and Aviva J. Freelander of Worcester.

Recipient: Mario Stevenson, PhD, professor of molecular genetics & microbiology, Program in Molecular Medicine, and director, Center for AIDS Research.



The Gerald L. Haidak, MD, and Zelda S. Haidak Distinguished Professorship in Cell Biology

Purpose: to establish an endowed chair at the University of Massachusetts Medical School in cell biology.

Donors: Gerald L. Haidak, MD, associate dean for special projects, and the late Zelda Haidak.

Recipient: Gary S. Stein, PhD, professor and chair of cell biology.

The Arthur M. Pappas, MD, Chair of Orthopedics

Purpose: to advance the teaching and research priorities in the Department of Orthopedics and Physical Rehabilitation.

Donors: Multiple; Principal: Arthur M. Pappas, MD, professor and chair of the Department of Orthopedics and Physical Rehabilitation, and professor of pediatrics.

Recipient: Not yet named.

H. Arthur Smith Chair in Cancer Research

Purpose: to designate a scientist at the Worcester Foundation for Biomedical Research who will contribute toward finding better treatments and cures for life-threatening cancers.

Donors: Trust established by the late H. Arthur Smith of Worcester. Members of the Trust Board are: Matthew E. Erskine, chair; Charles B. Campbell, Janice E. Martin, Pamela A. Martin, and Eugene C. Schofield.

Recipient: Richard B. Vallee, PhD, professor of biochemistry & molecular biology and cell biology.

Turning youths on to health sciences

When scientists James Hamos, PhD, and Sandra Mayrand, PhD, began sharing their expertise in Shrewsbury classrooms, their approach was to simply provide children with hands-on science that was stimulating and fun. Five years and 13,000 students later, Hamos, director of the Office of Science Education (OSE), associate professor of cell biology and visiting professor at Worcester Polytechnic Institute, and Mayrand, associate director of the OSE, are applying that same successful formula to the region's K-12 science curriculum.

More than 500 UMass Medical School students, faculty and staff share their enthusiasm for science by visiting classrooms, inviting students and teachers into their laboratories and clinical sites, and leading teacher workshops through the OSE. With a budget of $1.8 million, the office has tapped into some major funding sources, including a five-year grant from the Robert Wood Johnson Foundation and the Association of American Medical Colleges to create the Worcester Pipeline Collaborative.

The Pipeline strives to increase the number of students — particularly minorities and the economically disadvantaged — who pursue careers in health and science professions. This program fosters relationships with the Worcester Public Schools, higher education, and the local biotechnology industry.

"UMass represents the community's health care workforce. We hope that children understand that these occupations can be brought into their realm of possibility," says Hamos.

Another program showing the commonwealth's support of the OSE is the Central Massachusetts PALMS Collaborative, a regional provider that works with 78 school systems and the state's Department of Education to implement hands-on versus fact-based learning. Funded by the National Science Foundation through a State Systemic Initiative, PALMS provides districts and teachers with professional development, resources and technical assistance, and leadership training.

"I am proud of what we have accomplished," says Mayrand. "It is rewarding to see students become truly engaged in the joy and curiosity that is science."

Lynn Borella

WE ASPIRE TO BE A MAJOR ASSET TO THE CITY OF WORCESTER AND CENTRAL MASSACHUSETTS IN THE AREAS OF ECONOMIC GROWTH AND K-12 EDUCATION.

the year 1998 in review

Education

National ranking

UMass Medical School earned a high national ranking for primary care education from *U.S. News & World Report,* placing eighth out of 87 medical schools across the country. UMMS has consistently ranked in the top 10 of every national survey of primary care training programs.

Family Medicine & Community Health chair

Daniel H. Lasser, MD, MPH, an expert in the area of medical education and the provision of health care to the underserved, was appointed chair of the Department of Family Medicine & Community Health.

Physician/patient communications

UMass Medical School was one of three schools of medicine to receive the prestigious Josiah Macy Jr. Foundation grant to catapult communications skills into the mainstream of medical education. Led at UMass by Chancellor and Dean Aaron Lazare, MD, the Macy Initiative in Health Communication aims to enhance the communication skills of physicians through systematic training of medical students and house officers. UMass will work closely with Case Western Reserve University and New York University medical schools to create a curriculum and cultivate faculty who will pursue a distinct career path in health communications.

Pediatrics chair

Marianne E. Felice, MD, a nationally known figure in adolescent medicine with 25 years of experience in the field, joined the Medical School as chair of the Department of Pediatrics.

Biologic Labs director

Donna M. Ambrosino, MD, a national leader in vaccine research and development, was appointed director of the Massachusetts Biologic Laboratories (MBL) at UMass Medical School's Jamaica Plain campus. Dr. Ambrosino was the first director named after the lab was transferred from the Massachusetts Department of Public Health to the Medical School in 1997.

Soutter Library director

Elaine Russo Martin, MSLS, a pioneer of library automation and electronic access, was appointed director of the Lamar Soutter Library. She was formerly director for the Library for Health Sciences at the University of Illinois at Chicago.

GSN establishes fund

The Graduate School of Nursing established an Education and Research Fund to enhance the GSN's research and education mission. The seed money provided by Dean Lillian Goodman, EdD, RN, professor of nursing, was augmented by contributions from members of the Class of 1998, the GSN Alumni Association, and friends.

Clinical Care

UMMHC board chair appointed

Robert S. Karam, CLU, ChFC, a Fall River business leader, was named chair of the UMass Memorial Health Care Board of Trustees. Karam also chairs the University of Massachusetts Board of Trustees.

Community HealthLink affiliation

Community Healthlink, the region's largest provider of community mental health, substance abuse, homeless and rehabilitation services, serving 17,000 children and adults, formally affiliated with the Medical School's clinical partner, UMass Memorial Health Care. Under the affiliation agreement, Community Healthlink became the first subsidiary/affiliate of UMass Memorial Behavioral Health System, a non-profit subsidiary of UMMHC that was created in 1997.

Tissue engineering

In a first-ever procedure that generated worldwide headlines, Charles A. Vacanti, MD, professor and chair of the Department of Anesthesiology, and John V. Shufflebarger, MD, assistant professor of surgery, used tissue that had been engineered in the laboratory from a patient's own bone cells to perform reconstructive surgery on the patient's severed thumb. The procedure marked the first time that tissue engineered in the lab was grafted into a human.

Ob/Gyn appointments

Edward G. Peskin, MD, was appointed chief of the Division of General Obstetrics and Gynecology. His predecessor, Jeffrey O. Riley, MD, was promoted to the newly created position of vice chair of the Department of Obstetrics & Gynecology. Both Riley and Peskin are focusing on expanding obstetrical and gynecological services at UMMHC and on improving patient care and physician/patient communications.

Bioengineered skin

In another first for central Massachusetts, Raymond Dunn, MD, associate professor of surgery and a plastic surgeon at UMMHC, used Apligraf™, a living, bilayered skin construct grown in the laboratory from human skin cells, to treat the chronic venous leg ulcers of three patients. Apligraf™ is the first such human body part to win FDA approval.

Cochlear implants

Cliff A. Megerian, MD, assistant professor of otolaryngology, director of otology & neurotology and co-director of the Skull Base Surgery Center at UMMHC, performed the region's first "bionic ear" implants to restore hearing for patients who were profoundly deaf. By combining computer technology, electronic circuitry and sound processing strategies, the implant transmits electrical signals directly to the auditory nerve, interpreted by the brain as sound.

Telemedicine facility

William C. Meyers, MD, professor and chair of the Department of Surgery, received a $1.4 million grant from the United States Surgical Corporation, the leading developer of surgical instruments, to fund a state-of-the-art telemedical facility for training both medical students and practicing physicians in endoscopic surgical techniques.

Laparoscopic breakthrough

Surgeons at UMass Memorial Health Care eliminated a major obstacle to living-donor kidney transplantation when they removed a donor's kidney laparoscopically, through a tiny four-inch incision. The technique will reduce the usual four to eight weeks of recovery time to a mere two weeks, and the success of this pioneering procedure could make many more life-saving living-donor kidney transplants possible.

Research

Brudnick Neuropsychiatric Research Institute

Construction began on the Irving S. and Betty Brudnick Institute for Neuropsychiatric Research at UMass Medical School, a $12 million, 32,000-square-foot research building. Named for the Brudnicks in recognition of their $2.5 million gift in support of neuropsychiatric research, the facility is slated for completion in the fall of 1999.

UMass wins CFAR designation

UMass Medical School was named one of 12 Centers for AIDS Research (CFAR) across the U.S. to share $13 million in funding awarded by the National Institute of Allergy and Infectious Diseases (NIAID) and five other NIH Institutes. Mario Stevenson, PhD, professor of molecular genetics & microbiology, is director of the center and John Sullivan, MD, professor of pediatrics, pathology, and molecular genetics & microbiology, and director of pediatric immunology & rheumatology, is co-director.

New infectious disease center

In response to the emergence of complex infectious disease strains worldwide, the Medical School recently launched the Center for Infectious Disease and Vaccine Research (CIDVR). It studies how the immune system reacts with pathogens to cause disease, and how it can be manipulated to prevent disease. Francis Ennis, MD, professor of medicine and molecular genetics & microbiology, is director and Alan L. Rothman, MD, associate professor of medicine and molecular genetics & microbiology, is co-director of the center.

Mind-body medicine

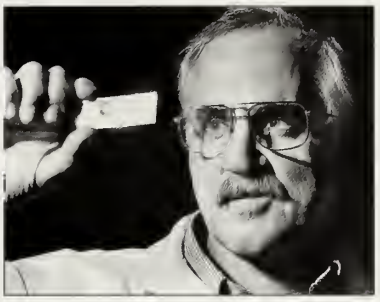
In a study showing that psoriasis patients who practiced meditation-based relaxation while undergoing ultraviolet light treatments healed more quickly than patients who did not use meditation, Jon Kabat-Zinn, PhD, associate professor of medicine and executive director of the Center for Mindfulness in Medicine, Health Care, and Society, and his colleagues demonstrated that the mind can indeed influence an observable healing process.

Antibiotics grant

Neal C. Brown, DVM, PhD, professor of pharmacology & molecular toxicology, won a $100,000 federal Small Business Technology Transfer grant in conjunction with GLSynthesis Inc., a chemical synthesis company in Shrewsbury, to develop technology for a new class of antibiotics. The new drug compounds have been shown to block an enzyme essential for the survival of bacteria and may eventually be used to treat diseases including meningitis, pneumonia, ear infections, and urinary tract infections.

DNA vaccines licensed

UMass Medical School has licensed exclusive, worldwide rights to Braasch Biotech Inc., a South Dakota biotech company, for the development of DNA vaccine technology to prevent rotavirus infections in animals. The patent, issued in May 1997 to UMass and John E. Herrmann, PhD, professor of molecular genetics & microbiology, is the first-ever DNA vaccine patent issued for a specific infectious agent.



Breast cancer studies

Two breast cancer researchers at UMass received funding from the Susan G. Komen Breast Cancer Foundation. William F. Greenlee, PhD, professor and chair of pharmacology, is studying a gene identified by his laboratory that represents an important new target for the diagnosis and treatment of breast cancer. Jane Teas, PhD, assistant professor of medicine, is studying the use of seaweed to help prevent breast cancer. Japanese women, who eat large quantities of seaweed, have a dramatically lower incidence of breast cancer than American women. Teas has also found that seaweed prevents breast cancer in rats.

Impact of homelessness documented

In a landmark study published in the journal *Pediatrics*, Linda Weinreb, MD, associate professor of family medicine & community health, highlighted the health consequences of poverty and the added burden of residential instability that affects homeless children. The study presented clear evidence that homelessness is an independent predictor of poor health status in children, despite high use of medical services.

Worcester Foundation trustees elected

Five new trustees were elected to the board of the Worcester Foundation for Biomedical Research: retired Vice Chancellor for Research Edward Bresnick, PhD; Melvin S. Cutler, founder of Flagship Bank and Trust of Worcester; I. Robert Freelander, founder and chair of Come Play Products; Maurice H. Martel, DDS, a clinical professor at the Tufts University School of Dental Medicine; and Robert M. Quinlan, MD, a former chair of the board of the Worcester Foundation and the incoming president of the Massachusetts Chapter of the American College of Physicians.

Public Service

Breast Cancer Resource Guide

The "Breast Cancer Resource Guide of Massachusetts," a comprehensive guide designed to help people diagnosed with breast cancer, was published to immediate demand. The brainchild of Karleen R. Habin, RN, clinical coordinator of the Center for Women's Health and a cancer survivor, the guide was produced through a two-year public-private partnership among UMass, the American Cancer Society, and the Massachusetts Department of Public Health and was funded through private foundations, pharmaceutical companies and individuals.

Health Policy & Health Services Research Center

UMass Medical School established the Center for Health Policy & Health Services Research, a coordinating and collaborative clearinghouse for the growing research and policy work being done at the school. Jay S. Himmelstein, MD, MPH, professor of family medicine & community health, is the first director of the center. The center acts as a resource for health policy makers in the commonwealth, while working with such UMass initiatives as the Meyers Primary Care Institute (a joint venture with Fallon Health System); the Center for Outcomes Research in the Department of Surgery; and the Prevention Institute.

MassHealth program

In a collaborative effort with the Massachusetts Division of Medical Assistance, UMass Medical School has organized and established the Center for MassHealth Evaluation and Research. The Center is designed to enhance the evaluation and research capabilities of the DMA in support of improving consumer service and health outcomes for MassHealth beneficiaries, while effectively managing costs for the commonwealth.

Worcester Pipeline

The Worcester Pipeline Collaborative, led by Deborah Harmon Hines, PhD, associate vice chancellor for school services and professor of cell biology, and James E. Hamos, PhD, associate professor of cell biology and director of UMass' Office of Science Education, received a $50,000 BankBoston Career Connection grant from the BankBoston Charitable Foundation. The gift will help purchase video and computer equipment to link the Pipeline Collaborative's teaching laboratory to science classrooms throughout the region.

Serving the underserved

Students and faculty of the School of Medicine and the Graduate School of Nursing have teamed to provide free medical services to citizens lacking health care coverage. Located at the Epworth United Methodist Church in Worcester, the multi-discipline clinic is run by Paul Hart, MD, associate in Family Medicine & Community Health, with student supervisory assistance by Mary K. Alexander, EdD, associate dean of the GSN and professor, and Patricia Navin, EdD, assistant professor of nursing.

Awards & Honors

Carballo Award

Thomas D. Manning, vice chancellor for Operations and Commonwealth Medicine at UMass Medical School, was one of 10 state employees to win the 1998 Manuel Carballo Governor's Award for Excellence in Public Service.

Mort Sigel honored

Morton H. Sigel, chair of the board of trustees of the Worcester Foundation for Biomedical Research, was awarded the ninth Hudson Hoagland Award in recognition of his leadership of the institution. Sigel has been chair of the board since 1996, and presided over the talks that led to the merger of the Foundation with the Medical School in 1997.

GPI awards

Twenty UMass Medical School students, physicians, educators, and supporters earned Primary Care Awards from the Generalist Physician Initiative, including: Martha D. Fairbanks '99, Jennifer L. Keating '00, and Jennifer S. Lee '00; Alan Chuman, MPH; Joyce M. Ciavola; Alan M. Ehrlich, MD; Jane M. Ford; Warren J. Ferguson, MD; Lucy B. Gilman; Jerry H. Gurwitz, MD; James Barry Hanshaw, MD; Bradley E. Harris, MD; Julie A. Jonassen, PhD; Mary B. McMurray, MD; Charles S. Mills, MD; Judith A. Ockene, PhD; Ann M. Perla; Dorota K. Poluha, MD; Jonathan E. Snider, MD; and Randy E. Wertheimer, MD.

Facilities

Shrewsbury campus new uses

The former campus of the Worcester Foundation for Biomedical Research – including nine major buildings on 80 acres providing wet lab, dry lab, office, conference, training, and animal facilities space – now houses several key UMass programs. These are the Center for Health Policy & Health Services Research, the Continuing Education Department, the Center for International Health Professions Education, the Standardized Patient Training Program, and the Department of Medical Assistance. Future plans for this prime property include expansion of funded wet lab research programs as well as incubator space for wet and dry lab research programs, office space and collaborative research ventures with biotechnology firms.

Acquisition of One Biotech

UMass Medical School purchased One Biotech, a three-level building with 13,000 square feet of wet lab, dry lab, and office space, to house multiple programs including Commercial Ventures and Intellectual Property, the Center for Adoption Research, Correctional Medicine, and Commonwealth Medicine Business Services. Design is underway to renovate the second floor and a portion of the third floor to support the relocation of the UMass Memorial clinical laboratories, while the third floor now houses UMMHC administrative offices.

$22 million energy savings

UMass Medical School entered into an energy conservation contract that is guaranteed to save the institution $22 million over the next 10 years. Through the state's Division of Capital Asset Management "Shared Energy Program," NORESCO of Natick has designed significant energy-saving changes to the building systems, ranging from lighting and motor replacements to major equipment upgrades in the campus power plant and elsewhere in the 25-year-old infrastructure.

Facts & figures

FY 98 Funding & Revenue

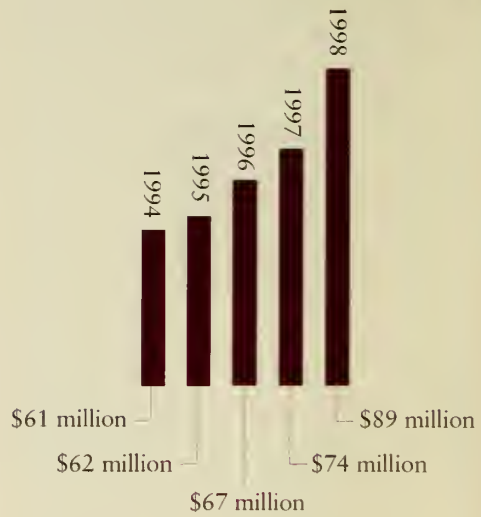
State appropriation for schools	$ 31.2 million
State contracts*	$ 15.5 million
Research (sponsored activity)	$ 88.9 million
Other revenue sources**	$120.2 million
TOTAL	$255.8 million

FY 99 Projected Funding & Revenue

State appropriation for schools	$ 32.5 million
State contracts*	$ 18.8 million
Research (sponsored activity)	$ 92 million
Other revenue sources**	$111.7 million
TOTAL	$255 million

**Supports public service activity, including provision of mental health and pediatric services for those who cannot afford private care.*
***Examples are continuing education and student fees, biologic labs and newborn screening programs, and other non-state revenue sources.*

Research Funding



Commercial Ventures & Intellectual Property ($ in thousands)

For Fiscal Year	1993	1994	1995	1996	1997	1998
Invention Disclosures	23	22	31	39	56	43
US Patent Applications	11	14	20	18	28	30
Licensing Agreements	2	2	3	5	5	14
Gross Revenues	$175	$130	$214	$682	$644	$1,913
Sponsored Research Agreements	-	-	$1,100	$1,965	$3,397	$2,494

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Education (1998-99 Figures)

Number of Faculty
- Full-time 666
- Part-time 57
- *(1,266 including salaried medical staff)*

Medical School
- MD students 411
- MD/PhD students 11
- Alumni 2,114
- Residents & fellows in UMMS programs 470

Graduate School of Biomedical Sciences
- PhD students 161
- MD/PhD students 5
- Alumni 127

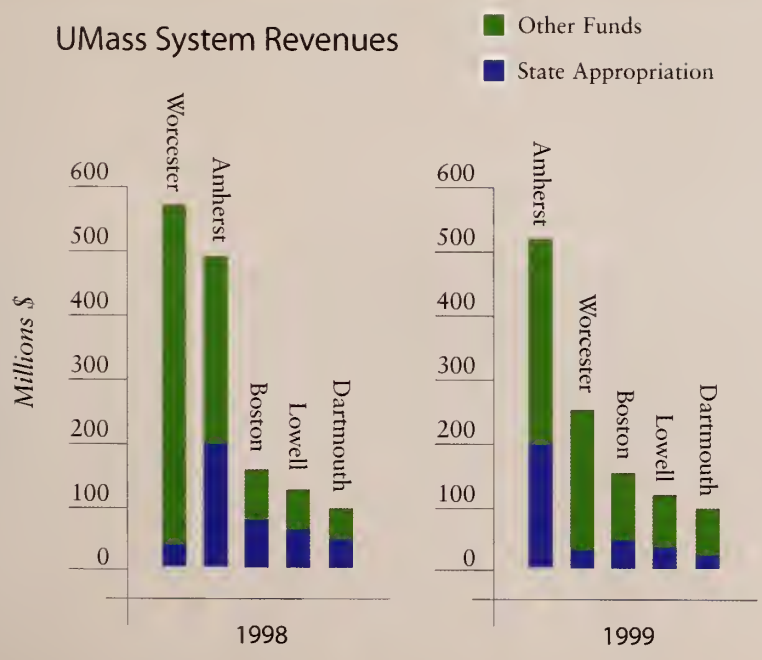
Graduate School of Nursing
- MS students 51
- Post-master's students 7
- PhD students 29
- Alumni 377

Continuing Medical Education Students 10,502

Allied Health Program students (1998-99 estimate) 789

Teaching Partners and Affiliates

UMass Memorial Medical Center *(University and Memorial campuses)*
St. Vincent Hospital
Fallon Community Health Care
Berkshire Medical Center
Milford-Whitinsville Regional Hospital
Worcester State Hospital
Barre Regional Family Health Center
Tri-River Family Health Center
South County Pediatrics
Family Health and Social Services
Dean Street Family Health Center
Fitchburg Family Practice
Clinton Hospital
Noble Hospital
Holyoke Hospital
HealthAlliance
St. Elizabeth's Hospital
MetroWest Medical Center
Lawrence Memorial Hospital
Wing Memorial Hospital
Athol Hospital
Day Kimball Hospital



a year in philanthropy

Great academic health centers are those that excel both in medicine and philanthropy. It goes without saying that the generosity of our benefactors — more than 14,000 strong — continues to play a significant role in our ability to achieve national distinction. Our heartfelt gratitude goes out to each of you who contributed during 1998. Your generosity continues to make a difference in the lives of people throughout the commonwealth and beyond.

Record-setting fundraising efforts during fiscal year 1998 resulted in the receipt of more than $12.8 million to support a wide range of research, patient care and educational priorities. As in years past, the stories of the people behind these donations are extraordinary. In this report, we profile a few who are exceptional to illustrate our belief that people's lives can be changed by the kindness of others.

During the spring of 1998, we announced the formation of the UMass Memorial Foundation. The Foundation, with the assistance of its board of directors (listed on page 39), will serve as the combined fundraising arm of the University of Massachusetts Medical School and UMass Memorial Health Care. Its mission is to raise support for the research, patient care and educational needs of both institutions and, in doing so, improve the quality of health care for people throughout central New England and beyond.

We are pleased to recognize the following individuals and organizations who contributed $100 and above during fiscal year 1998 (July 1, 1997 - June 30, 1998) and through the balance of calendar year 1998 (July 1, 1998 - December 31, 1998).

Thank you for your continued support!

Donor Recognition Levels

Chancellor's Society	Platinum	$100,000 and above
	Gold	$ 25,000 and above
	Silver	$ 10,000 and above
	Bronze	$ 5,000 and above
Dean's Circle	$ 1,000 and above	
Founder's Circle	$ 500 and above	
1970 Society	$ 250 and above	
Century Club	$ 100 and above	

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Since its inception in 1995, the Our Danny Cancer Fund has raised more than $700,000 for cancer research, thanks in part to the significant ongoing support of the late David Proctor, sole trustee of the Eleanor Eustis Farrington Trust. A recent gift from the Trust totaling $2.2 million will be used to establish two endowment funds for the UMass Cancer Center. The Eleanor Eustis Farrington Chair in Cancer Research will support the annual appointment of a cancer researcher at the Cancer Center, and the Our Danny Cancer Endowment Fund will ensure that this important fund will continue in perpetuity.

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Linda Goudey, MD, a 1983 graduate of UMMS, was a skilled obstetrician who specialized in helping women with high-risk pregnancies. Following Linda's death in 1993, her mother, Marguerite Rafuse, established a scholarship in her memory that continues to be funded by the generosity of Linda's family and friends, classmates and former patients. Pictured with Mrs. Rafuse (left) is the 1998 recipient of this annual scholarship, Greta Boynton, class of 2000.

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The Feigenbaum brothers are internationally renowned for their innovative approach to quality control in systems management and engineering techniques. Donald (at left in photo) and Armand Feigenbaum have made a generous endowment gift that will be used to establish the Armand V. and Donald S. Feigenbaum Distinguished Professorship in Quality, to study ways to improve the quality of patient care in American medicine. Gerald G. Steinberg, MD, professor and vice chair of the Department of Orthopedics and Physical Rehabilitation at UMass Medical School, and chief medical officer for UMass Memorial Health Care, will be formally named to the professorship in 1999.

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Lillian M. Blain
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*deceased

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Anna Pierce

The Ali Pierce Endowment Fund at the Cancer Center has gained tremendous support because of its tragic roots – the death of Ali from liver cancer in 1996, followed one year later by her father John's death of a heart attack while running to raise funds for cancer research. From this double tragedy has sprung an army of supporters, led by Ali's mother Anna Pierce with her sons Mike and J.T., whose remarkable efforts have exceeded the Fund's initial goal of $500,000. Anna and her sons are front and center in this photo of the soldiers in "Ali and Dad's Army," who raise money by running races such as the Boston Marathon. Other support has come through the Worcester IceCats, the Boston Bruins Alumni Team, the annual Ali Pierce Memorial Volleyball Tournament and the Dwight Evans Golf Tournament.

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Laurie T. Spinosa
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Arthur J. St. Jean
Gerard St. Jean Sr.
David Stamm
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Megan Starr
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Rose F. Stearns
Aspasia Stojanova
Esta Lee Stone
Henry Stone
Bernard B. Stone, MD

Paul and Mimi La Camera

The long and winding road through medical school has been made a bit friendlier for students and their families, thanks to Paul and Mimi La Camera, who created the Medical School Parents Council in 1993. The Council offers parents the opportunity to share common experiences, meet with UMass faculty and staff members, and provide fundraising support for academic initiatives. In the fall, the La Cameras (at right) hosted parents of first- and second-year students at a reception held at WCVB-TV Channel 5. With them are (from left) special guest Aaron Lazare, MD, chancellor and dean of the Medical School, Mai-Lan Rogoff, MD, associate dean for student affairs, and Michele Pugnaire, MD, interim vice dean for undergraduate medical education.

William Stone
Dr. Stratton
Kathleen M. Sulham
Francis F. Sullivan
Davey Sumerville
Margaret Superchi
Mark A. Sweeney
Jason Sylvester
Mary Szegedy
Brad Taber
Gregory A. Taggart, MD
Michael Tamburro
Lynne Tapper
Anna M. Taylor
John J. Taylor
Eli Thomas
Fred L. Thombs
Margaret C. Thompson
Cheryl Y. Tiarks
Laurie C. Tinsley
Ann Todd
Ted Tolman
John J. Trainor
Thu Thi Tran
Rita Trepsas
Jennifer Tremblay
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*deceased

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The Our Danny Cancer Fund was established by Dan and Dorothy Manning after they lost their son, Danny, to leukemia in 1994. After Dan Manning Sr. fell victim to cancer two years later, his friend Robert Haynes, president of the Massachusetts AFL-CIO, was determined to use the strength of the 400,000-member labor organization to help fight this terrible disease. His efforts culminated this year in a Massachusetts AFL-CIO pledge to raise $5 million to help construct a new research building that will house the UMass Cancer Center. From left are UMMS Chancellor and Dean Aaron Lazare, MD, University of Massachusetts President William M. Bulger, Dottie Manning and Haynes.

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Arthur Pappas, MD, an internationally renowned orthopedic surgeon, is chair of the Department of Orthopedics and Physical Rehabilitation, and professor of pediatrics at UMass Medical School. At the heart of his patient care, teaching and research endeavors are children – particularly those with severe disabilities – and athletes at all levels. His leadership, knowledge and commitment to community have been instrumental in shaping the institution into the medical resource it is today. In recognition of his remarkable contributions, Dr. Pappas was honored in September at a celebration where establishment of the Arthur M. Pappas, MD, Endowed Chair of Orthopedics was announced and this portrait was unveiled.

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The Value of Research

Why do we need to support research in a public university and, specifically, why in Massachusetts, where we have so many significant private research universities? We must first ask ourselves: What is a public university system and how does it differ from private counterparts?

Both are in the business of gathering and disseminating knowledge. And, for both, the client is the student. But in the case of the public university, the client is also the taxpayer who is helping to subsidize the education of the student. Because of this, UMass Medical School and other state institutions have increasingly focused on economic development as an integral part of their mission. And economic development is really only an offshoot of research. We need to support research at UMass to maintain and expand the University's role in economic development.

What else differentiates a public from a private university? A public university is supposed to be affordable. Since cost is so critical in a public university, there is even more motivation to support research as a revenue-enhancing activity.

The other arguments are less frequently made, but I believe they are perhaps even more important. Namely, we need to support research to maintain and increase the intellectual quality of our universities. To embrace research is to allow our institutions to compete — to offer excellence along with affordability.

It will also be increasingly difficult to attract top faculty without research opportunities and the funds and the relationships with the private sector that research makes possible. Institutions that can reward quality and productivity will keep and attract the best faculty.

We need to integrate research activities more into the undergraduate curriculum, not less. Why? It will improve student learning, better delivering what a university is supposed to deliver. It will also give us a competitive advantage, as the nature of the university changes dramatically with the onset of distance learning. The new, virtual university will have many advantages, primarily cost and convenience. What will keep students coming to a shared physical setting? Something that you cannot get over a computer screen: collaboration, apprenticeships, mentoring. In other words, the integration of research and teaching.

I think that UMass Medical School is headed very much in the right direction. Great medical students want to be taught by individuals who are expanding medical knowledge, who are making breakthroughs and can share their excitement with their students. Success will breed more success, bringing better faculty who will do more research and attract more research dollars, all along drawing more and better qualified students.

University research is increasingly the R&D arm for industry. Having a public university in a position to attract and retain companies is a critical advantage, as we have seen here in Worcester. It is the public university that is really compelled by its mission to do so. And students will be attracted to programs that allow hands-on research and interaction with real companies that may have real jobs to offer graduates.

The universities that succeed are going to be those that carve out a particular area of excellence — a niche — that enables them to offer a real future to their graduates. These are the kinds of schools that really will integrate research and teaching. And these are also the kinds of schools that should be called public universities.

— Remarks of Mark Roosevelt, president of the Massachusetts Biomedical Initiatives, to the University of Massachusetts Trustees, 12/98.

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